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Scale of assessments for the apportionment of the expenses of United Nations peacekeeping operations

Implementation of General Assembly resolutions 55/235 and 55/236

Report of the Secretary-General

Summary

In its resolution 55/235, the General Assembly reaffirmed the general principles underlying the financing of United Nations peacekeeping operations and adopted a new system of adjustments to the scale of assessments for the regular budget to be used in fixing rates of assessment applicable to peacekeeping operations. This system was based on the assignment of each Member State to 1 of 10 contribution levels using, among other criteria, its average per capita gross national product during the period 1993–1998. The Assembly requested the Secretary-General to update the composition of the contribution levels on a triennial basis, in conjunction with the reviews of the scale of assessments for the regular budget, in accordance with the criteria established in the resolution, and to report thereon to the Assembly. Pursuant to that request, the Secretary-General has submitted reports to the General Assembly updating the composition of the contribution levels on a triennial basis, starting with its fifty-eighth session.

At its seventieth session, in its resolution 70/246, the General Assembly reaffirmed the principles set out in its resolutions 1874 (S-IV), 3101 (XXVIII) and 55/235 and endorsed the updated composition of levels to be applied in adjusting regular budget scale rates to establish Member States' rates of assessment for peacekeeping operations for the period from 2016 to 2018. The Assembly also recognized the need to reform the current methodology for apportioning the expenses of peacekeeping operations and decided to review the structure of the levels during its seventy-third session.

Also by its resolution 70/246, the General Assembly requested the Secretary-General to continue to update the composition of the levels on a triennial basis, in conjunction with the regular budget scale of assessment reviews, in accordance with the established criteria, and to report thereon to the Assembly. The present report is

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submitted in response to that request and provides information on the updating of the composition of contribution levels for peacekeeping operations for the period 2019–2021. Information is provided on changes in the peacekeeping levels of Member States based on average per capita gross national income during the period 2011–2016. These are based on the data used by the Committee on Contributions in reviewing the scale of assessments for the period 2019–2021, which will be considered by the Assembly at its seventy-third session.

Until the General Assembly has adopted a new scale, it will not be possible to determine the corresponding rates of assessment for peacekeeping for the period 2019–2021. Furthermore, any adjustments to the structure of contribution levels for peacekeeping operations, as may be decided upon by the Assembly at its seventy-third session, would also need to be taken into account in determining the rates of assessment for peacekeeping. For illustrative purposes, however, on the basis of the existing structure of contribution levels, annex III shows the peacekeeping rates of assessment corresponding to the scale of assessments for the period 2019–2021 included for information in the report of the Committee on Contributions.

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I. Introduction

1. By its resolution 1874 (S-IV), the General Assembly established certain principles to be applied to the financing of peacekeeping operations. Subsequently, by its resolution 3101 (XXVIII), the Assembly made ad hoc arrangements for the financing of the United Nations Emergency Force based on those principles. These arrangements involved basing each Member State's rate of assessment for the Force on its rate of assessment for the regular budget, as adjusted on the basis of its assignment to one of four groups. Member States in groups C and D had their regular budget rates reduced by 80 and 90 per cent, respectively; those in group B paid at the same rate; and the permanent members of the Security Council, assigned to group A, paid the difference pro rata to their rates of assessment for the regular budget. This ad hoc formula was applied subsequently, subject to a number of changes over the years to the membership of groups B, C and D.

2. In its resolution 55/235, the General Assembly reaffirmed the principles set out in its resolutions 1874 (S-IV) and 3101 (XXVIII). The Assembly also reaffirmed the following general principles underlying the financing of United Nations peacekeeping operations:

(a) The financing of such operations is the collective responsibility of all States Members of the United Nations and, accordingly, the costs of peacekeeping operations are expenses of the Organization to be borne by Member States in accordance with Article 17, paragraph 2, of the Charter of the United Nations;

(b) In order to meet the expenditures caused by such operations, a different procedure is required from that applied to meet expenditures under the regular budget of the United Nations;

(c) Whereas the economically more developed countries are in a position to make relatively larger contributions to peacekeeping operations, the economically less developed countries have a relatively limited capacity to contribute towards peacekeeping operations involving heavy expenditures;

(d) The special responsibilities of the permanent members of the Security Council for the maintenance of peace and security should be borne in mind in connection with their contributions to the financing of peace and security operations;

(e) Where circumstances warrant, the General Assembly should give special consideration to the situation of any Member States which are victims of, and those which are otherwise involved in, the events or actions leading to a peacekeeping operation.

3. By its resolution 55/235, the General Assembly established a new system of adjustments to regular budget scale rates in determining Member States' rates of assessment for peacekeeping operations. The system was based on a number of criteria, including a comparison of the average per capita gross national product (GNP) of each Member State during the six-year base period used for preparing the scale of assessments with the corresponding average for all Member States. These criteria, which were set out in paragraph 10 of resolution 55/235, were used to place each Member State in one of 10 levels, from A to J. In that regard, the Assembly decided the following:

(a) Assessment rates for the financing of peacekeeping operations should be based on the scale of assessments for the regular budget of the United Nations, with an appropriate and transparent system of adjustments based on levels of Member States, consistent with the principles outlined above;

(b) The permanent members of the Security Council should form a separate level and, consistent with their special responsibilities for the maintenance of peace and security, should be assessed at a higher rate than for the regular budget;

(c) All discounts resulting from adjustments to the regular budget assessment rates of Member States in levels C through J should be borne on a pro rata basis by the permanent members of the Security Council;

(d) The least developed countries should be placed in a separate level and receive the highest rate of discount available under the scale;

(e) The statistical data used for setting the rates of assessment for peacekeeping should be the same as the data used in preparing the regular budget scale of assessments, subject to the provisions of resolution 55/235;

(f) Levels of discount should be created to facilitate automatic, predictable movement between categories on the basis of the per capita gross national product of Member States.

4. In establishing the system, the General Assembly decided, also by its resolution 55/235, that Member States would be assigned to the lowest level of contribution with the highest discount for which they were eligible, unless they indicated a decision to move to a higher level. Transitions for 2001–2003 specified by the Assembly in its resolution 55/236 would occur in equal increments over the transition period and, after 2001–2003, transition periods of two years would apply to countries moving up by two levels and transition periods of three years would apply to countries moving up by three levels or more. The Assembly requested the Secretary-General to update the composition of the levels on a triennial basis, in conjunction with the regular budget scale of assessment reviews, in accordance with the criteria established above, and to report thereon to the Assembly. Lastly, the Assembly decided that the structure of contribution levels to be implemented from 1 July 2001 would be reviewed after nine years.

5. In its resolution 55/236, the General Assembly welcomed decisions by a number of Member States to move voluntarily to higher levels than required under the criteria set out in paragraph 10 of its resolution 55/235.

6. In its resolution 61/243, the General Assembly recalled its decision in resolution 55/235 to review the structure of levels of contribution for peacekeeping operations after nine years and decided to carry out the review at its sixty-fourth session. At that session, the Assembly, in its resolution 64/249, reaffirmed the principles set out in its resolutions 1874 (S-IV), 3101 (XXVIII) and 55/235. The Assembly also endorsed the updated composition of levels to be applied in adjusting regular budget scale rates to establish Member States' rates of assessment for peacekeeping operations for the period 2010–2012, subject to the provisions of that resolution. In addition, the Assembly recognized the concerns raised by Member States, including Bahrain and the Bahamas, regarding the structure of the levels for the apportionment of the expenses of United Nations peacekeeping operations and decided to review the structure of the levels with a view to a decision, if agreed, no later than at its sixty-seventh session.

7. At its sixty-seventh session, the General Assembly, in its resolution 67/239, reaffirmed the principles set out in its resolutions 1874 (S-IV), 3101 (XXVIII) and 55/235 and endorsed the updated composition of levels to be applied in adjusting regular budget scale rates to establish Member States' rates of assessment for peacekeeping operations for the period from 2013 to 2015. The Assembly also recognized the need to reform the current methodology for apportioning the expenses of peacekeeping operations and decided to review the structure of the levels during its seventieth session.

8. At its seventieth session, the General Assembly, in its resolution 70/246, reaffirmed the principles set out in its resolutions 1874 (S-IV), 3101 (XXVIII) and 55/235 and endorsed the updated composition of levels to be applied in adjusting regular budget scale rates to establish Member States' rates of assessment for peacekeeping operations for the period from 2016 to 2018. The Assembly also recognized the need to reform the current methodology for apportioning the expenses of peacekeeping operations and decided to review the structure of the levels during its seventy-third session. By the same resolution, the Assembly requested the Secretary-General to continue to update the composition of the levels on a triennial basis, in conjunction with the regular budget scale of assessment reviews, in accordance with the established criteria, and to report thereon to the Assembly.

9. In previous reports on the implementation of resolutions 55/235 and 55/236,[1] the Secretary-General outlined his understanding of the provisions of the resolutions and how he intended to carry out his responsibilities under resolution 55/235. The present report reflects the understandings outlined in those earlier reports.

II. Composition of levels for the financing of peacekeeping operations

10. The initial composition of the levels used for establishing rates of assessment for peacekeeping operations for the period from 1 July 2001 to 31 December 2003 was listed in the annex to resolution 55/235. The permanent members of the Security Council were included in level A. Member States on the list of the least developed countries were included in level J. Specified Member States were included in level C. The placement of other Member States was based on their average per capita GNP during the six-year base period (data for 1993–1998) used for the scale of assessments for 2001–2003 in relation to the average for all Member States. The thresholds applied were set out in the table below paragraph 10 of resolution 55/235. The initial placement of Member States in levels B and D to I was based on their average per capita GNP (renamed gross national income (GNI)) for the six-year base period 1993–1998 and the related average of all Member States for that period, which was $4,797.

11. Since 2001, the scale of assessments has been prepared using two base periods, of six and three years. On the basis of the provisions of resolution 55/235 and the practice adopted by the General Assembly for the composition of levels for the period 2001–2003, the Secretary-General has subsequently updated the composition of levels for the periods 2004–2006, 2007–2009, 2010–2012, 2013–2015 and 2016–2018 using the average data on GNI for the six-year base period used by the Committee on Contributions in considering the scale of assessments for those periods.

12. The table below summarizes the base periods and the related average per capita GNI of all Member States that have been used in setting the composition of levels since 2001:

[1] See A/C.5/55/38, A/C.5/55/38/Add.1, A/58/157, A/58/157/Add.1, A/61/139, A/61/139/Corr.1, A/61/139/Add.1, A/64/220, A/64/220/Add.1, A/67/224, A/67/224/Add.1, A/70/331 and A/70/331/Add.1.

Scale period	*Six-year base period*	*Average per capita GNI for all Member States*
2001–2003	1993–1998	4 797
2004–2006	1996–2001	5 094
2007–2009	1999–2004	5 518
2010–2012	2002–2007	6 708
2013–2015	2005–2010	8 338
2016–2018	2008–2013	9 861

13. The General Assembly has not so far decided on the elements of the methodology to be used in preparing the scale of assessments for the period 2016–2018. In the absence of specific guidance from the Assembly with regard to the new scale, the Committee on Contributions, at its seventy-eighth session, in 2018, decided to review the scale of assessments for the period 2019–2021 on the basis of its general mandate under rule 160 of the rules of procedure of the Assembly and the provisions of resolutions 58/1 and 70/245. In doing so, it agreed on certain conclusions and recommendations with regard to the methodology, reviewed the data provided by the Statistics Division for the period 2011–2016, decided that the market exchange rates of a number of Member States should be adjusted and provided, for information, machine scales showing the results of applying to the GNI data for 2011–2016 the methodology used in preparing the scale of assessments for the period 2016–2018.

14. In updating the composition of levels of contribution for peacekeeping operations for the period 2019–2021, the Secretary-General was guided by the provisions of General Assembly resolutions 55/235, 55/236 and 70/246, his understanding of the mandates set out therein as outlined in his earlier reports and the practice adopted by the Assembly in fixing the composition of levels for earlier periods. Accordingly, data for the six-year period 2011–2016 were used in updating the composition of levels for the period 2019–2021, and the corresponding thresholds are shown in annex I to the present report. These are based on the provisions of resolution 55/235 and each Member State's average per capita GNI for 2011–2016 in relation to the membership average of $10,476.

15. In setting out his understanding of the implementation of resolutions 55/235 and 55/236 (see A/C.5/55/38, paras. 13 and 16), the Secretary-General indicated that, since there were no criteria specified for inclusion in level C, the countries listed under level C in the annex to resolution 55/235 would remain in level C at least until the review of the structure of levels at the main part of the sixty-fourth session of the General Assembly. At that session, the Assembly adopted resolution 64/249. On the basis of the understanding at the time of the adoption of that resolution, as an exception, the Bahamas and Bahrain were treated as level C contributors for the period 2010–2012.[2] By its resolution 67/239, the Assembly endorsed the updated composition of levels to be applied in adjusting regular budget scale rates to establish Member States' rates of assessment for peacekeeping operations for the period 2013–

[2] Before the adoption of resolution 64/249, the Chair of the Fifth Committee and the President of the General Assembly stated that it was the understanding of the Assembly that, as an exception, the Bahamas and Bahrain would be treated as level C contributors for the scale of assessments for the period 2010–2012. See A/C.5/64/SR.22 and A/64/PV.68.

2015.[3] By its resolution 70/246, the Assembly endorsed the updated composition of levels to be applied in adjusting regular budget scale rates to establish Member States' rates of assessment for peacekeeping operations for the period 2016–2018.[4] For the period 2019–2021, the illustrative information set out in the present report reflects level C on the basis of the composition specified in the annex to resolution 55/235.

16. On the basis of the above, and prior to the application of any phasing or voluntary movements, Antigua and Barbuda would move down from G to level H, Czechia would move down from level D to level E, Equatorial Guinea would move up from level J to level H (following its graduation from the group of least developed countries), Greece would move down from level B to level D, Latvia would move down from level F to level G, Libya would move down from level G to level I, Nauru would move down from level H to level I, Oman would move down from level B to level E, Palau would move up from level I to level H, Panama would move up from level I to level H, Portugal would move down from level B to level D, Saint Kitts and Nevis would move up from level G to level F, Seychelles would move up from level H to level G, Trinidad and Tobago would move up from level F to level E, Uruguay would move up from level G to level F, and Venezuela would move up from level H to level G.

17. Under the provisions of resolution 55/235, the upward movement of Equatorial Guinea is subject to the appropriate transitional period. This has been applied in the manner outlined in the earlier report of the Secretary-General (A/C.5/55/38) and is reflected in annex II to the present report.

III. Rates of assessment for the financing of peacekeeping operations

18. As reflected in annex II to the present report, the composition of levels of contribution for peacekeeping operations for 2019–2021 has been updated in accordance with the provisions of resolution 55/235. The updated composition of levels, subject to adjustments arising from the General Assembly's review of the structure of contribution levels, would be used together with the scale of assessments for 2019–2021 to establish each Member State's peacekeeping rate of assessment. The Assembly will consider the scale of assessments for the period 2019–2021 at its seventy-third session. Until it has adopted a new scale, it will not be possible to determine the corresponding rates of assessment for peacekeeping for the period 2019–2021.

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[3] At the time of the adoption of General Assembly resolution 67/239, the Chair of the Fifth Committee and the President of the General Assembly stated that it was the understanding of the Assembly that, on an exceptional basis for the 2013–2015 scale period only, three countries in level B, the Bahamas, Bahrain and Oman, would be afforded discounts of 7.5 per cent to their assessment rates, that Oman would forgo its transition period and that those discounts would not cause the aggregate assessment rates for countries in level A over the scale period to exceed their aggregate effective rates as contained in annex III to the report of the Secretary-General on the implementation of General Assembly resolutions 55/235 and 55/236 (A/67/224). See A/C.5/67/SR.22 and A/67/PV.62.

[4] At the time of the adoption of General Assembly resolution 70/246, the Chair of the Fifth Committee and the President of the General Assembly stated the understanding that, on an exceptional basis for the 2016–2018 scale period only, three countries in level B — the Bahamas, Bahrain and Oman — would be afforded discounts of 7.5 per cent to their assessment rates, that in 2018 only, Saudi Arabia would be afforded a discount of 7.5 per cent to its assessment rate, and that those discounts should be borne on a pro rata basis by the permanent members of the Security Council. See A/C.5/70/SR.23 and A/70/PV.82.

19. For illustrative purposes, however, annex III to the present report shows the peacekeeping rates of assessment (correct to four decimal places) corresponding to the scale of assessments for the period 2019–2021 included for information in the report of the Committee on Contributions (A/73/11, para. 101).

IV. Conclusions

20. The General Assembly may wish to take note of the present report and decide on the structure of levels of contribution for peacekeeping operations and the composition for the period 2019–2021.

Annex I

Peacekeeping levels, based on average per capita gross national income of Member States and other factors

Level	*Criterion*	*Threshold in United States dollars (2019–2021)*	*Discount (percentage)*
A	Permanent members of the Security Council	Not applicable	Premium
B	All Member States, except those covered below and level A	Not applicable	0
C	As listed in the annex to General Assembly resolution 55/235	Not applicable	7.5
D	Member States with per capita GNI less than 2 times the average for all Member States (except level A, C and J contributors)	Under 20,952	20
E	Member States with per capita GNI less than 1.8 times the average for all Member States (except level A, C and J contributors)	Under 18,857	40
F	Member States with per capita GNI less than 1.6 times the average for all Member States (except level A, C and J contributors)	Under 16,762	60
G	Member States with per capita GNI less than 1.4 times the average for all Member States (except level A, C and J contributors)	Under 14,666	70
H	Member States with per capita GNI less than 1.2 times the average for all Member States (except level A, C and J contributors)	Under 12,571	80 (or 70 on a voluntary basis)[a]
I	Member States with per capita GNI less than the average for all Member States (except level A, C and J contributors)	Under 10,476	80
J	Least developed countries (except level A and C contributors)	Not applicable	90

[a] Member States in level H* have a discount of 70 per cent.

Annex II

Implementation of General Assembly resolutions 55/235 and 55/236, 2019–2021

Member State	Level in 2018	Voluntary level during 2018 if different	Level in 2019–2021 based on data for 2011–2016	Assumed voluntary level in 2019–2021 if different	Percentage of regular budget rates payable	
					2019	2020–2021
Afghanistan	J		J		10	10
Albania	I		I		20	20
Algeria	I		I		20	20
Andorra	B		B		100	100
Angola	J		J		10	10
Antigua and Barbuda	G		H		20	20
Argentina	G		G		30	30
Armenia	I		I		20	20
Australia	B		B		100	100
Austria	B		B		100	100
Azerbaijan	I		I		20	20
Bahamas	B[a]		B		100	100
Bahrain	B[a]		B		100	100
Bangladesh	J		J		10	10
Barbados	F		F		40	40
Belarus	I		I		20	20
Belgium	B		B		100	100
Belize	I		I		20	20
Benin	J		J		10	10
Bhutan	J		J		10	10
Bolivia (Plurinational State of)	I		I		20	20
Bosnia and Herzegovina	I		I		20	20
Botswana	I		I		20	20
Brazil	H		H		20	20
Brunei Darussalam	C		C		92.5	92.5
Bulgaria	I	H*[b]	I	H*[b]	30	30
Burkina Faso	J		J		10	10
Burundi	J		J		10	10
Cabo Verde	I		I		20	20
Cambodia	J		J		10	10
Cameroon	I		I		20	20
Canada	B		B		100	100
Central African Republic	J		J		10	10
Chad	J		J		10	10
Chile	G		G		30	30
China	A		A		100+	100+
Colombia	I		I		20	20
Comoros	J		J		10	10

Member State	Level in 2018	Voluntary level during 2018 if different	Level in 2019–2021 based on data for 2011–2016	Assumed voluntary level in 2019–2021 if different	Percentage of regular budget rates payable	
					2019	2020–2021
Congo	I		I		20	20
Costa Rica	I		I		20	20
Côte d'Ivoire	I		I		20	20
Croatia	G		G		30	30
Cuba	I		I		20	20
Cyprus	B		B		100	100
Czechia	D		E		60	60
Democratic People's Republic of Korea	I		I		20	20
Democratic Republic of the Congo	J		J		10	10
Denmark	B		B		100	100
Djibouti	J		J		10	10
Dominica	I		I		20	20
Dominican Republic	I		I		20	20
Ecuador	I		I		20	20
Egypt	I		I		20	20
El Salvador	I		I		20	20
Equatorial Guinea	J		H[c]		15	20
Eritrea	J		J		10	10
Estonia	E	B	E	B	100	100
Eswatini	I		I		20	20
Ethiopia	J		J		10	10
Fiji	I		I		20	20
Finland	B		B		100	100
France	A		A		100+	100+
Gabon	I		I		20	20
Gambia	J		J		10	10
Georgia	I		I		20	20
Germany	B		B		100	100
Ghana	I		I		20	20
Greece	B		D		80	80
Grenada	I		I		20	20
Guatemala	I		I		20	20
Guinea	J		J		10	10
Guinea-Bissau	J		J		10	10
Guyana	I		I		20	20
Haiti	J		J		10	10
Honduras	I		I		20	20
Hungary	G		G		30	30
Iceland	B		B		100	100
India	I		I		20	20
Indonesia	I		I		20	20
Iran (Islamic Republic of)	I		I		20	20

Member State	Level in 2018	Voluntary level during 2018 if different	Level in 2019–2021 based on data for 2011–2016	Assumed voluntary level in 2019–2021 if different	Percentage of regular budget rates payable	
					2019	2020–2021
Iraq	I		I		20	20
Ireland	B		B		100	100
Israel	B		B		100	100
Italy	B		B		100	100
Jamaica	I		I		20	20
Japan	B		B		100	100
Jordan	I		I		20	20
Kazakhstan	I		I		20	20
Kenya	I		I		20	20
Kiribati	J		J		10	10
Kuwait	C		C		92.5	92.5
Kyrgyzstan	I		I		20	20
Lao People's Democratic Republic	J		J		10	10
Latvia	F		G		30	30
Lebanon	I		I		20	20
Lesotho	J		J		10	10
Liberia	J		J		10	10
Libya	G		I		20	20
Liechtenstein	B		B		100	100
Lithuania	G		G		30	30
Luxembourg	B		B		100	100
Madagascar	J		J		10	10
Malawi	J		J		10	10
Malaysia	I		I		20	20
Maldives	I		I		20	20
Mali	J		J		10	10
Malta	B		B		100	100
Marshall Islands	I		I		20	20
Mauritania	J		J		10	10
Mauritius	I		I		20	20
Mexico	I		I		20	20
Micronesia (Federated States of)	I		I		20	20
Monaco	B		B		100	100
Mongolia	I		I		20	20
Montenegro	I		I		20	20
Morocco	I		I		20	20
Mozambique	J		J		10	10
Myanmar	J		J		10	10
Namibia	I		I		20	20
Nauru	H		I		20	20
Nepal	J		J		10	10
Netherlands	B		B		100	100

Member State	Level in 2018	Voluntary level during 2018 if different	Level in 2019–2021 based on data for 2011–2016	Assumed voluntary level in 2019–2021 if different	Percentage of regular budget rates payable	
					2019	2020–2021
New Zealand	B		B		100	100
Nicaragua	I		I		20	20
Niger	J		J		10	10
Nigeria	I		I		20	20
Norway	B		B		100	100
Oman	B[e]		E		60	60
Pakistan	I		I		20	20
Palau	I		H		20	20
Panama	I		H		20	20
Papua New Guinea	I		I		20	20
Paraguay	I		I		20	20
Peru	I		I		20	20
Philippines	I		I		20	20
Poland	G		G		30	30
Portugal	B		D		80	80
Qatar	C		C		92.5	92.5
Republic of Korea	B		B		100	100
Republic of Moldova	I		I		20	20
Romania	I	H[•^]	I	H[•^]	30	30
Russian Federation	A		A		100+	100+
Rwanda	J		J		10	10
Saint Kitts and Nevis	G		F		40	40
Saint Lucia	I		I		20	20
Saint Vincent and the Grenadines	I		I		20	20
Samoa	I		I		20	20
San Marino	B		B		100	100
Sao Tome and Principe	J		J		10	10
Saudi Arabia	B[e]		B		100	100
Senegal	J		J		10	10
Serbia	I		I		20	20
Seychelles	H		G		30	30
Sierra Leone	J		J		10	10
Singapore	C		C		92.5	92.5
Slovakia	E		E		60	60
Slovenia	B		B		100	100
Solomon Islands	J		J		10	10
Somalia	J		J		10	10
South Africa	I		I		20	20
South Sudan	J		J		10	10
Spain	B		B		100	100
Sri Lanka	I		I		20	20
Sudan	J		J		10	10

Member State	*Level in 2018*	*Voluntary level during 2018 if different*	*Level in 2019–2021 based on data for 2011–2016*	*Assumed voluntary level in 2019–2021 if different*	*Percentage of regular budget rates payable*	
					2019	*2020–2021*
Suriname	I		I		20	20
Sweden	B		B		100	100
Switzerland	B		B		100	100
Syrian Arab Republic	I		I		20	20
Tajikistan	I		I		20	20
Thailand	I		I		20	20
The former Yugoslav Republic of Macedonia	I		I		20	20
Timor-Leste	J		J		10	10
Togo	J		J		10	10
Tonga	I		I		20	20
Trinidad and Tobago	F		E		60	60
Tunisia	I		I		20	20
Turkey	H		H		20	20
Turkmenistan	I		I		20	20
Tuvalu	J		J		10	10
Uganda	J		J		10	10
Ukraine	I		I		20	20
United Arab Emirates	C		C		92.5	92.5
United Kingdom of Great Britain and Northern Ireland	A		A		100+	100+
United Republic of Tanzania	J		J		10	10
United States of America	A		A		100+	100+
Uruguay	G		F		40	40
Uzbekistan	I		I		20	20
Vanuatu	J		J		10	10
Venezuela (Bolivarian Republic of)	H		G		30	30
Viet Nam	I		I		20	20
Yemen	J		J		10	10
Zambia	J		J		10	10
Zimbabwe	I		I		20	20

[a] At the time of the adoption of General Assembly resolution 70/246, the Chair of the Fifth Committee and the President of the General Assembly stated the understanding that, on an exceptional basis for the 2016–2018 scale period only, three countries in level B — the Bahamas, Bahrain and Oman — would be afforded discounts of 7.5 per cent to their assessment rates, and that in 2018 only, Saudi Arabia would be afforded a discount of 7.5 per cent to its assessment rate, and that those discounts should be borne on a pro rata basis by the permanent members of the Security Council. See A/C.5/70/SR.23 and A/70/PV.82.

[b] Member States that moved voluntarily up to level H paid at 30 per cent of their regular budget, and it is assumed that this will continue.

[c] Two-year phasing for Member States moving up.

Annex III

Effective rates of assessment for peacekeeping operations, 1 January 2019 to 31 December 2021, based on the results of the application of the methodology used in preparing the scale of assessments for the period 2016–2018 to gross national income data for the period 2011–2016[a]

Member State	Effective rate in 2018	Regular budget 2019–2021	Effective rates	
			2019	2020–2021
Level A				
China	10.2377	12.005	15.2136	15.2134
France	6.2801	4.427	5.6102	5.6101
Russian Federation	3.9912	2.405	3.0478	3.0478
United Kingdom of Great Britain and Northern Ireland	5.7683	4.567	5.7876	5.7876
United States of America	28.4344	22.000	27.8800	27.8796
Total A	**54.7116**	**45.404**	**57.5393**	**57.5385**
Level B				
Andorra	0.0060	0.005	0.0050	0.0050
Australia	2.3370	2.210	2.2100	2.2100
Austria	0.7200	0.677	0.6770	0.6770
Bahamas	0.0130	0.018	0.0180	0.0180
Bahrain	0.0407	0.050	0.0500	0.0500
Belgium	0.8850	0.821	0.8210	0.8210
Canada	2.9210	2.734	2.7340	2.7340
Cyprus	0.0430	0.036	0.0360	0.0360
Denmark	0.5840	0.554	0.5540	0.5540
Estonia	0.0380	0.039	0.0390	0.0390
Finland	0.4560	0.421	0.4210	0.4210
Germany	6.3890	6.090	6.0900	6.0900
Iceland	0.0230	0.028	0.0280	0.0280
Ireland	0.3350	0.371	0.3710	0.3710
Israel	0.4300	0.490	0.4900	0.4900
Italy	3.7480	3.307	3.3070	3.3070
Japan	9.6800	8.564	8.5640	8.5640
Liechtenstein	0.0070	0.009	0.0090	0.0090
Luxembourg	0.0640	0.067	0.0670	0.0670
Malta	0.0160	0.017	0.0170	0.0170
Monaco	0.0100	0.011	0.0110	0.0110
Netherlands	1.4820	1.356	1.3560	1.3560
New Zealand	0.2680	0.291	0.2910	0.2910
Norway	0.8490	0.754	0.7540	0.7540
Republic of Korea	2.0390	2.267	2.2670	2.2670
San Marino	0.0030	0.002	0.0020	0.0020

Member State	Effective rate in 2018	Regular budget 2019-2021	Effective rates	
			2019	2020-2021
Saudi Arabia	1.0601	1.172	1.1720	1.1720
Slovenia	0.0840	0.076	0.0760	0.0760
Spain	2.4430	2.146	2.1460	2.1460
Sweden	0.9560	0.906	0.9060	0.9060
Switzerland	1.1400	1.151	1.1510	1.1510
Total B	**39.0697**	**36.640**	**36.6400**	**36.6400**
Level C				
Brunei Darussalam	0.0268	0.025	0.0231	0.0231
Kuwait	0.2636	0.252	0.2331	0.2331
Qatar	0.2488	0.282	0.2609	0.2609
Singapore	0.4135	0.485	0.4486	0.4486
United Arab Emirates	0.5587	0.616	0.5698	0.5698
Total C	**1.5115**	**1.660**	**1.5355**	**1.5355**
Level D				
Greece	0.4710	0.366	0.2928	0.2928
Portugal	0.3920	0.350	0.2800	0.2800
Total D	**0.8630**	**0.716**	**0.5728**	**0.5728**
Level E				
Czechia	0.2752	0.311	0.1866	0.1866
Oman	0.1045	0.115	0.0690	0.0690
Slovakia	0.0960	0.153	0.0918	0.0918
Trinidad and Tobago	0.0136	0.040	0.0240	0.0240
Total E	**0.4893**	**0.619**	**0.3714**	**0.3714**
Level F				
Barbados	0.0028	0.007	0.0028	0.0028
Saint Kitts and Nevis	0.0003	0.001	0.0004	0.0004
Uruguay	0.0237	0.087	0.0348	0.0348
Total F	**0.0268**	**0.095**	**0.0380**	**0.0380**
Level G				
Argentina	0.2676	0.915	0.2745	0.2745
Chile	0.1197	0.407	0.1221	0.1221
Croatia	0.0297	0.077	0.0231	0.0231
Hungary	0.0483	0.206	0.0618	0.0618
Latvia	0.0200	0.047	0.0141	0.0141
Lithuania	0.0216	0.071	0.0213	0.0213
Poland	0.2523	0.802	0.2406	0.2406
Seychelles	0.0002	0.002	0.0006	0.0006

Member State	Effective rate in 2018	Regular budget 2019-2021	Effective rates	
			2019	2020-2021
Venezuela	0.1142	0.728	0.2184	0.2184
Total G	**0.8736**	**3.255**	**0.9765**	**0.9765**
Level H*				
Bulgaria	0.0135	0.046	0.0138	0.0138
Romania	0.0552	0.198	0.0594	0.0594
Total H*	**0.0687**	**0.244**	**0.0732**	**0.0732**
Level H				
Antigua and Barbuda	0.0006	0.002	0.0004	0.0004
Brazil	0.7646	2.948	0.5896	0.5896
Palau	0.0002	0.001	0.0002	0.0002
Panama	0.0068	0.045	0.0090	0.0090
Turkey	0.2036	1.371	0.2742	0.2742
Total H	**0.9758**	**4.367**	**0.8734**	**0.8734**
Transition to H				
Equatorial Guinea	0.0010	0.016	0.0024	0.0032
Total Transition to H	**0.0010**	**0.016**	**0.0024**	**0.0032**
Level I				
Albania	0.0016	0.008	0.0016	0.0016
Algeria	0.0322	0.138	0.0276	0.0276
Armenia	0.0012	0.007	0.0014	0.0014
Azerbaijan	0.0120	0.049	0.0098	0.0098
Belarus	0.0112	0.049	0.0098	0.0098
Belize	0.0002	0.001	0.0002	0.0002
Bolivia	0.0024	0.016	0.0032	0.0032
Bosnia and Herzegovina	0.0026	0.012	0.0024	0.0024
Botswana	0.0028	0.014	0.0028	0.0028
Cabo Verde	0.0002	0.001	0.0002	0.0002
Cameroon	0.0020	0.013	0.0026	0.0026
Colombia	0.0644	0.288	0.0576	0.0576
Congo	0.0012	0.006	0.0012	0.0012
Costa Rica	0.0094	0.062	0.0124	0.0124
Cote d'Ivoire	0.0018	0.013	0.0026	0.0026
Cuba	0.0130	0.080	0.0160	0.0160
Democratic People's Republic of Korea	0.0010	0.006	0.0012	0.0012
Dominica	0.0002	0.001	0.0002	0.0002
Dominican Republic	0.0092	0.053	0.0106	0.0106
Ecuador	0.0134	0.080	0.0160	0.0160
Egypt	0.0304	0.186	0.0372	0.0372
El Salvador	0.0028	0.012	0.0024	0.0024

Member State	Effective rate in 2018	Regular budget 2019-2021	Effective rates	
			2019	2020-2021
Eswatini	0.0004	0.002	0.0004	0.0004
Fiji	0.0006	0.003	0.0006	0.0006
Gabon	0.0034	0.015	0.0030	0.0030
Georgia	0.0016	0.008	0.0016	0.0016
Ghana	0.0032	0.015	0.0030	0.0030
Grenada	0.0002	0.001	0.0002	0.0002
Guatemala	0.0056	0.036	0.0072	0.0072
Guyana	0.0004	0.002	0.0004	0.0004
Honduras	0.0016	0.009	0.0018	0.0018
India	0.1474	0.834	0.1668	0.1668
Indonesia	0.1008	0.543	0.1086	0.1086
Iran (Islamic Republic of)	0.0942	0.398	0.0796	0.0796
Iraq	0.0258	0.129	0.0258	0.0258
Jamaica	0.0018	0.008	0.0016	0.0016
Jordan	0.0040	0.021	0.0042	0.0042
Kazakhstan	0.0382	0.178	0.0356	0.0356
Kenya	0.0036	0.024	0.0048	0.0048
Kyrgyzstan	0.0004	0.002	0.0004	0.0004
Lebanon	0.0092	0.047	0.0094	0.0094
Libya	0.0375	0.030	0.0060	0.0060
Malaysia	0.0644	0.341	0.0682	0.0682
Maldives	0.0004	0.004	0.0008	0.0008
Marshall Islands	0.0002	0.001	0.0002	0.0002
Mauritius	0.0024	0.011	0.0022	0.0022
Mexico	0.2870	1.292	0.2584	0.2584
Micronesia (Federated States of)	0.0002	0.001	0.0002	0.0002
Mongolia	0.0010	0.005	0.0010	0.0010
Montenegro	0.0008	0.004	0.0008	0.0008
Morocco	0.0108	0.055	0.0110	0.0110
Namibia	0.0020	0.009	0.0018	0.0018
Nauru	0.0002	0.001	0.0002	0.0002
Nicaragua	0.0008	0.005	0.0010	0.0010
Nigeria	0.0418	0.250	0.0500	0.0500
Pakistan	0.0186	0.115	0.0230	0.0230
Papua New Guinea	0.0008	0.010	0.0020	0.0020
Paraguay	0.0028	0.016	0.0032	0.0032
Peru	0.0272	0.152	0.0304	0.0304
Philippines	0.0330	0.205	0.0410	0.0410
Republic of Moldova	0.0008	0.003	0.0006	0.0006
Saint Lucia	0.0002	0.001	0.0002	0.0002
Saint Vincent and the Grenadines	0.0002	0.001	0.0002	0.0002
Samoa	0.0002	0.001	0.0002	0.0002

Member State	Effective rate in 2018	Regular budget 2019-2021	Effective rates	
			2019	2020-2021
Serbia	0.0064	0.028	0.0056	0.0056
South Africa	0.0728	0.272	0.0544	0.0544
Sri Lanka	0.0062	0.044	0.0088	0.0088
Suriname	0.0012	0.005	0.0010	0.0010
Syrian Arab Republic	0.0048	0.011	0.0022	0.0022
Tajikistan	0.0008	0.004	0.0008	0.0008
Thailand	0.0582	0.307	0.0614	0.0614
The former Yugoslav Republic of Macedonia	0.0014	0.007	0.0014	0.0014
Tonga	0.0002	0.001	0.0002	0.0002
Tunisia	0.0056	0.025	0.0050	0.0050
Turkmenistan	0.0052	0.033	0.0066	0.0066
Ukraine	0.0206	0.057	0.0114	0.0114
Uzbekistan	0.0046	0.032	0.0064	0.0064
Viet Nam	0.0116	0.077	0.0154	0.0154
Zimbabwe	0.0008	0.005	0.0010	0.0010
Total I	**1.3913**	**6.791**	**1.3582**	**1.3582**
Level J				
Afghanistan	0.0006	0.007	0.0007	0.0007
Angola	0.0010	0.010	0.0010	0.0010
Bangladesh	0.0010	0.010	0.0010	0.0010
Benin	0.0003	0.003	0.0003	0.0003
Bhutan	0.0001	0.001	0.0001	0.0001
Burkina Faso	0.0004	0.003	0.0003	0.0003
Burundi	0.0001	0.001	0.0001	0.0001
Cambodia	0.0004	0.006	0.0006	0.0006
Central African Republic	0.0001	0.001	0.0001	0.0001
Chad	0.0005	0.004	0.0004	0.0004
Comoros	0.0001	0.001	0.0001	0.0001
Democratic Republic of the Congo	0.0008	0.010	0.0010	0.0010
Djibouti	0.0001	0.001	0.0001	0.0001
Eritrea	0.0001	0.001	0.0001	0.0001
Ethiopia	0.0010	0.010	0.0010	0.0010
Gambia	0.0001	0.001	0.0001	0.0001
Guinea	0.0002	0.003	0.0003	0.0003
Guinea-Bissau	0.0001	0.001	0.0001	0.0001
Haiti	0.0003	0.003	0.0003	0.0003
Kiribati	0.0001	0.001	0.0001	0.0001
Lao People's Democratic Republic	0.0003	0.005	0.0005	0.0005
Lesotho	0.0001	0.001	0.0001	0.0001
Liberia	0.0001	0.001	0.0001	0.0001
Madagascar	0.0003	0.004	0.0004	0.0004

Member State	Effective rate in 2018	Regular budget 2019-2021	Effective rates 2019	Effective rates 2020-2021
Malawi	0.0002	0.002	0.0002	0.0002
Mali	0.0003	0.004	0.0004	0.0004
Mauritania	0.0002	0.002	0.0002	0.0002
Mozambique	0.0004	0.004	0.0004	0.0004
Myanmar	0.0010	0.010	0.0010	0.0010
Nepal	0.0006	0.007	0.0007	0.0007
Niger	0.0002	0.002	0.0002	0.0002
Rwanda	0.0002	0.003	0.0003	0.0003
Sao Tome and Principe	0.0001	0.001	0.0001	0.0001
Senegal	0.0005	0.007	0.0007	0.0007
Sierra Leone	0.0001	0.001	0.0001	0.0001
Solomon Islands	0.0001	0.001	0.0001	0.0001
Somalia	0.0001	0.001	0.0001	0.0001
South Sudan	0.0003	0.006	0.0006	0.0006
Sudan	0.0010	0.010	0.0010	0.0010
Timor-Leste	0.0003	0.002	0.0002	0.0002
Togo	0.0001	0.002	0.0002	0.0002
Tuvalu	0.0001	0.001	0.0001	0.0001
Uganda	0.0009	0.008	0.0008	0.0008
United Republic of Tanzania	0.0010	0.010	0.0010	0.0010
Vanuatu	0.0001	0.001	0.0001	0.0001
Yemen	0.0010	0.010	0.0010	0.0010
Zambia	0.0007	0.009	0.0009	0.0009
Total J	**0.0177**	**0.193**	**0.0193**	**0.0193**
Grand total	**100.0000**	**100.000**	**100.0000**	**100.0000**

Note: The effective rates of assessment for peacekeeping operations shown above are calculated according to the system of adjustments adopted in General Assembly resolution 55/235 (see annex I) and are displayed at 4 decimal places.

[a] Included in the report of the Committee on Contributions (A/73/11, para. 101) for information.

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Proposal for the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago

Report of the Secretary-General

Summary

In section V of its resolution 72/262 A, the General Assembly approved the scope of work of the project for the renovation of the North Building at the Economic Commission for Latin America and the Caribbean in Santiago as it relates to seismic mitigation, took note of the overall scope and estimated maximum project cost, and requested the Secretary-General to refine the proposal and provide a detailed analysis of the range of possible options to meet the objectives described in his report contained in document A/72/367, in particular those relating to energy efficiency and reducing the environmental impact of the building's operation.

The present report provides an update on the progress made on the project since the previous report of the Secretary-General (A/72/367), including confirmation of the initial seismic design, the establishment of the stakeholders committee as a key aspect of the overall governance structure, the recruitment of the dedicated Project Manager and the sourcing of the independent risk management consultancy services. In addition to the detailed cost analysis, information on several other design objectives of the project is provided, including space efficiency, energy efficiency and accessibility for persons with disabilities.

It is recommended that the General Assembly approve the proposed scope, maximum overall cost and implementation strategy for the project; approve the establishment of two temporary positions (Local level) within the dedicated project management team; appropriate an amount of $676,700 for project activities in 2019; and approve the establishment of a multi-year construction-in-progress account for the project.

* A/73/150.

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I. Introduction

1. The present report is submitted pursuant to section V of General Assembly resolution 72/262 A, in which the Assembly approved the scope of work of the project for the renovation of the North Building at the Economic Commission for Latin America and the Caribbean (ECLAC) in Santiago as it relates to seismic mitigation. The Assembly also requested the Secretary-General to refine the proposal and to present a detailed analysis of the range of possible options to meet the objectives set out in his previous report on the project (A/72/367), in particular those relating to energy efficiency and reducing the environmental impact of the building's operation. The present report provides an update on the progress made since the previous report of the Secretary-General.

2. The project continues to be reviewed in accordance with the previously reported project objectives. The basis of the proposal is to dismantle the envelope and reconstruct the building, reutilizing its current structure, to attain a code-compliant, safe, functional and efficient office building resulting in an optimal asset with a renewed 40–50 years of useful life and that is conducive to a more productive, healthy and sustainable working environment. The proposed building would also provide the Organization with the most cost-effective way to avoid long-term energy costs and would also reduce operational and maintenance costs.

3. As described in the previous report of the Secretary-General, the project consists of a one-time capital renovation project that would result in a total cost of ownership over a 20-year period that would be approximately 15.5 per cent less costly than a phased, partial upgrade of the building. In addition, the project would provide a "net zero"[1] building, with a significantly reduced (zero) energy consumption, lower ongoing maintenance costs and the added benefit of extending the useful life of the building by 40–50 years.

4. ECLAC is highly committed to assisting and leading the region and civil society in achieving the 2030 Agenda for Sustainable Development through the construction of societies whose economic growth is based on sustainable development and equality. It is thus vital for ECLAC to lead by example and be consistent with Sustainable Development Goals 12 and 13, as a producer and consumer of energy, by reducing emissions, following the principles that the Commission is mandated to address and seeking to support the Goals through the implementation of beneficial technological features in the North Building.

5. The North Building renovation project, leading to a net zero building, would be consistent with the 2050 energy policy of the Government of Chile, by complying with criteria on sustainability and social inclusion and moving towards an efficient use and production of low-cost energy for industry and public use, thus having an impact on economic production and growth. The 2050 energy policy is aligned with Principle 10 of the Rio Declaration on Environment and Development and the relevant Sustainable Development Goals of the 2030 Agenda. Initial talks to consider support from the Corporation for the Promotion of Productivity of Chile, under the Ministry of the Economy, are being undertaken.

6. The present report summarizes the planning and related actions for the project to date and presents an update on: (a) the project governance, including the stakeholders committee and its working groups and the role of the Office of Central Support Services of the Secretariat in New York; (b) the project management team;

[1] A "net zero" building is one where the total amount of energy used by the building on an annual basis is equal to or less than the amount of renewable energy generated on site, often producing excess energy for use elsewhere.

(c) the project benefits; (d) space utilization and the current building assessment; (e) progress concerning temporary swing space; (f) a detailed analysis of the project's energy efficiency components; and (g) an updated overall cost estimate (see annex I) based on actual updated projections and the latest surveys, analysis and design information. The report also provides information on the status of recruitment of the Project Manager (National Officer) and actual expenditure to date.

II. Project objectives, benefits and core constraints

A. Objectives

7. The main project objectives established at the inception of the project plan are in line with the key objectives outlined in the report of the Secretary-General on the strategic capital review (A/68/733). The project objectives are:

(a) To meet international codes related to health and safety issues, including the following:

(i) Prevailing local seismic code related to preparedness and design against potential seismic events;

(ii) Fire and life safety planning and systems design, incorporating current evacuation standards and air, water and lighting quality criteria to conform to current norms, together with fire suppression, fire alarm and public address systems;

(iii) Incorporation of appropriate design features to increase accessibility and allow persons with disabilities to freely participate in the working environment;

(b) To reduce the North Building's energy consumption by 40 per cent as compared with existing conditions, by modernizing outdated major building systems, including mechanical, electrical, low-voltage, plumbing, conveyor and vertical transportation systems, so as to meet industry standards and code compliance and extend the building's useful life;

(c) To self-generate 100 per cent of the North Building's energy requirements by installing an off-the-grid photovoltaic plant as part of the project. This plant will also generate a surplus amount of energy that will be redirected to the other buildings on campus or sent back to the grid. It is important to note that the city of Santiago presents very favourable environmental conditions for this system, with an average of 89 per cent sunny days annually;

(d) To minimize the residual sanitary waste by implementing a sanitary water treatment plant that would allow cleaning and reuse of 100 per cent of the wastewater from the North Building for irrigation purposes, optimizing the use of freshwater resources;

(e) To improve conditions relating to indoor space quality, creating a productive and healthy environment for all by applying the following strategies: (i) installation of an enhanced ventilation system composed of high efficiency heating, ventilation and air-conditioning (HVAC) equipment, complemented with passive strategies (solar control, efficient facade and natural ventilation), that ensures good air quality and temperature conditions according to health standards; (ii) improving lighting conditions by complementing the design of a low consumption, high efficiency lighting system with a space layout that prioritizes open and public spaces located in relation to natural lighting;

(f) To improve space usage efficiency by maximizing the use of available work areas, conference facilities and meeting rooms, and introduce a more efficient, productive and inclusive work environment by applying a needs-based approach and aiming to provide various types of space tailored to diverse working requirements in ECLAC, including different approaches and solutions for each specific area;

(g) To incorporate appropriate design features to allow persons with disabilities to freely participate within the working environment, complying with prevailing local and international codes related to accessibility for persons with disabilities. The North Building project incorporates universal accessibility as a fundamental part of its design and architecture.

B. Benefits

8. As outlined in the previous report of the Secretary-General, the purpose of the North Building renovation project is to provide ECLAC with a safe working environment according to prevailing local codes and industry standards, within a healthy and efficient building that provides an innovative, productive and inclusive workplace to support the mission of ECLAC in Latin America and the Caribbean. The project incorporates both architectural and technological strategies to achieve high standards for energy efficiency, energy generation and wastewater treatment, with the consequent reductions in greenhouse gas emissions, as described below:

(a) With respect to energy consumption, it is projected that the replacement of obsolete, low performance systems and the utilization of high efficiency construction components will improve the Building's overall energy consumption performance. Based on the analysis of actual operational data of the North Building and digital simulations of efficient building components and low consumption systems, it is estimated that a 40 per cent reduction in the North Building's current electrical loads will be achieved;

(b) As part of the high efficiency strategy of the project, and taking into consideration geographical and weather conditions in Santiago, part of the project scope is the construction of a 2,000 m^2 photovoltaic plant on top of the North Building that would generate approximately 478,608 kilowatt-hours of electricity a year, which is equivalent to 115 per cent of the North Building's electrical load. This energy surplus (15 per cent) will be redirected, within the campus, to the electrical systems of other buildings, generating additional savings in the overall operational costs of the campus;

(c) As part of a water resource optimization process and taking into consideration that water is a scarce and costly resource in Chile, where seasonal droughts are a perennial problem, the reuse of water is of significant value and sends an important message to the population at large. ECLAC has already implemented important initiatives for the supply, treatment and reuse of water within the campus. This includes the construction, during 2017, of a water well with a depth of 170 m that is capable of supplying 100 per cent of water requirements at ECLAC. The North Building project design incorporates the construction of a wastewater treatment plant that will reuse 100 per cent of the North Building's wastewater for irrigation purposes. Projections show an estimated annual volume of 1,760 m^3 of recycled water, which would supply approximately 57 per cent of the irrigation requirements of the 21,500 m^2 grounds of the ECLAC campus;

(d) The project takes into account General Assembly resolutions 70/205 and 71/228, in which the Assembly requested the Secretary-General to plan significant actions aimed at integrating sustainable development practices into United Nations operations and facilities management, as the project will implement energy efficiency

and photovoltaic energy generation, which will result in a projected reduction of the North Building's annual greenhouse gas emissions equivalent to 104.7 tons of carbon dioxide. This reduction is equivalent to 10.4 per cent of the total annual facilities-related emissions of greenhouse gas (986.34 tons of carbon dioxide).

C. Core constraints

9. As presented in the previous report of the Secretary-General, the North Building's project schedule consists of four phases as shown in table 1. For these phases to proceed in accordance with the proposed timeline, the project scope and implementation plan would need approval by the General Assembly. A delay in the project schedule would result in a yearly 5 per cent escalation in the overall budget.

Table 1
Project phases

Phase	*Year*
Design	2019
Tender	2020
Construction	2021–2022
Commissioning and closeout	2023

10. In its audit of the management of capital renovation projects at ECLAC (report number 2018/046), the Office of Internal Oversight Services (OIOS) commented concerning the procurement activities for the construction project that inadequate monitoring of the implementation of the acquisition plan could delay the project and lead to cost overruns and ineffective use of ECLAC financial resources. With regard to establishing a procurement strategy for each of the project phases and requirements, periodic coordination meetings have been held with the participation of all related actors within the governance structure and with the technical guidance and oversight of the Office of Central Support Services.

11. Recruitment of the necessary human resources is being coordinated so as to avoid any possible delays in accomplishing the project objectives.

III. Project governance and team structure

A. Project governance

12. In accordance with the overall project governance structure set out in the previous report of the Secretary-General, which remains unchanged, the project owner is the Executive Secretary of ECLAC. The Executive Secretary has designated the Chief of the Division of Administration at ECLAC to supervise the project, including liaison and interaction with the stakeholders committee. The day-to-day project execution is under the leadership of a dedicated Project Manager.

Stakeholders committee

13. The stakeholders committee was established in March 2018 and the first meeting was held on 21 July 2018. The committee considers key project issues and provides advice to the project owner, with the aim of ensuring that the project remains

aligned with its objectives. The stakeholders committee is an internal body representing the core operational elements of ECLAC and includes the Office of Central Support Services as an ex officio member.

14. Working groups will be established within the stakeholders committee covering themes such as occupational health and safety, accessibility and sustainability.

Office of Central Support Services

15. The role of the Office of Central Support Services, in line with its role in other global capital projects undertaken by the Organization, was outlined in the previous report of the Secretary-General and remains unchanged. The Division of Administration at ECLAC is coordinating with the Office of Central Support Services through quarterly videoconferences and bilateral discussions as necessary.

16. Representatives from the Global Property Management Service of the Office of Central Support Services hold regular coordination meetings every other week with the ECLAC project team. The Global Property Management Service provides oversight of the project and technical guidance and advice to the project team, shares lessons learned from other capital projects and ensures that applicable global property-related policies are adhered to in the activities undertaken by the team. This collaboration also facilitates sharing of best practices and lessons learned from various global capital projects currently being undertaken by the Secretariat and enables the team to identify and address potential project risks early in the project.

17. During the reporting period, the Office of Central Support Services has placed emphasis on the provision of independent risk management services, in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions in paragraph 31 of its report contained in document A/72/7/Add.8, as endorsed by the General Assembly in section V of its resolution 72/262 A. To this effect, the Office completed the recruitment of an independent risk management firm, a well-established international firm with global construction and financial experience, to support the Office in fulfilling its project role. The firm was on board from October 2017 to work on the construction projects at the Economic Commission for Africa and the Economic and Social Commission for Asia and the Pacific (ESCAP), and began work on the ECLAC project at the beginning of 2018.

B. Project management

18. The recruitment process for the project manager position, approved by the General Assembly in its resolution 72/262 A, was completed in August 2018. Prior to this, the project manager duties were performed by the ECLAC Facilities Management Unit.

19. ECLAC is continuously reviewing the workload and resource requirements of the current and upcoming phases of the project. It is thus proposed that a project team comprising one Architect (Local level) and one Administrative Assistant (Local level) be established effective 1 January 2019 and remain in place until the construction phase is over. In addition, it is proposed that a position of Project Coordinator (P-3) be established from 1 January 2019 until the completion of the project and that the position be cost-shared with the proposed project for the replacement of office blocks A–J at the United Nations Office at Nairobi. It is proposed that ECLAC would contribute 25 per cent of the costs of the Project Coordinator and that the United Nations Office at Nairobi would contribute the balance. This position would be based in the Office of Central Support Services at Headquarters and would provide day-to-day oversight, guidance and technical support to the ECLAC project team. Descriptions of the functions of the two Local level positions are presented in annex II.

IV. Project accountability

20. The audit by OIOS of the management of capital renovation projects conducted during February and March 2018 covered the period from January 2016 to February 2018. Based on an activity-level risk assessment, the audit covered higher and medium risk management of capital renovation projects, which included a review of: (a) progress made on the establishment of the governance and oversight mechanisms and management team for the North Building project; (b) steps taken to assess the associated risks, including fraud and corruptions risks; and (c) procurement activities for construction projects. The audit also included actions taken to incorporate in the project design requests from the General Assembly related to provisions for persons with disabilities, energy efficiency and reducing the environmental impact of the North Building's operation.

21. OIOS concluded that adequate actions had been taken at that time by ECLAC in assembling a project team and establishing a stakeholders committee to oversee the project. An independent risk management function and an anti-fraud and anti-corruption framework were being established. OIOS also concluded that ECLAC was taking adequate action to ensure that provisions relating to accessibility and energy efficiency were being included in the renovated building and that ECLAC had developed a strategy for identifying and securing suitable swing space for the duration of the North Building capital renovation project.

V. Risk management

Independent risk management firm

22. The previous report of the Secretary-General identified the role of an independent risk management firm as part of the governance structure. The firm will report directly to the Office of Central Support Services and will provide advice on the establishment of a project-specific risk management framework and qualitative and quantitative risk analysis, including regular updates of the project risk register. Risk models will be used to determine whether the available contingency funding is adequate to cover foreseeable risks. In line with what has become, effective as of 2017, standard practice for ongoing global capital projects, the Office of Central Support Services, in consultation with the ECLAC project team, established a risk management strategy for the project. This strategy: (a) establishes processes and procedures for the identification and assessment of risks and prioritizing them in accordance with their evaluation; (b) once risks are identified, facilitates planning the implementation of risk responses that ensure a successful delivery of the expected project objectives; and (c) enables the Organization to assess and manage a risk-based contingency provision.

23. In July 2018, a qualitative risk assessment workshop was held, facilitated by the Office of Central Support Services and attended by the ECLAC project and technical teams and representatives from the independent risk management firm. The outcomes of the workshop were the project risk management strategy and a project risk register. The independent risk management firm will also produce two annual reports during project delivery, the first of which was issued in August 2018.

24. A risk workshop will be conducted in the first quarter of 2019, when more detailed information will be available, including clarity on the precise scope of the project, if approved by the General Assembly. The workshop will be held at ECLAC, facilitated by the Office of Central Support Services with participation from the stakeholders committee, the project team and the project consultants. At that time, a

quantitative analysis of risks relating to costs and schedules will be conducted in order to generate a Monte Carlo analysis.

Integrated risk management

25. Integrated risk management is being performed at the local level by the ECLAC project management team, which will be supported by the consulting firm once it is on board. In the meantime, the Office of Central Support Services, in coordination with the independent risk management firm, will continue to support ECLAC in this area during the various project phases, including the design stage.

26. The risks that were given high priority during the present reporting period relate to planning and design baselines for the renovation nature of the scope of works, unknown interior construction conditions and the engineering of major systems such as mechanical systems and the exterior enclosure, in order to establish procurement requirements for items with a long lead time.

Risk register

27. Building upon the qualitative risk assessment workshop held in July 2018, the project team will refine the approach to populating and managing the risk register in line with the newly developed project risk management strategy. All risks will be given scores and assigned a risk owner, and proposed responses will be listed. Risks will be monitored, controlled and mitigated by the project team. In accordance with the risk management strategy, emphasis will be placed on the 10 highest risks that potentially pose the most threat to the project.

Description of highest three project risks with the proposed risk response

28. **Exterior enclosure and roofing.** The exterior enclosure and roofing comprise some of the highest cost-estimate line items for the project. The cost of window wall facades has historically fluctuated significantly on the basis of market conditions that may be affected by natural disasters such as earthquakes. In addition, the exterior enclosure could possibly be manufactured in countries other than Chile, thus requiring a longer lead time for procurement, manufacturing and importation. The facade is typically one of the highest-risk items for building construction as it is susceptible to manufacturing defects and assembly challenges, which can lead to leaks or other maintenance challenges. The roofing and the superstructure requirements (such as solar panels and skylights) for the building have also yet to be designed. As a risk mitigating measure, the lead consulting firm will include a facade engineering consultant to assist with the management of the design, manufacturing and assembly of the building facade. In addition, the lead consulting firm will accelerate the design of the exterior enclosure and roofing to better define superstructure requirements, layouts, skylights and integration with the solar panel design. It will also perform detailed site surveys to reduce the risk of unknown site conditions and accelerate procurement of the design firm and facade-related procurement.

29. **Interior construction.** Interior construction includes the scope for drywall, ceiling systems and furniture and is one of the largest project cost line items. Numerous alternatives are being considered for the interior layout, which may produce cost variances. The current plan is for an open layout that may help to facilitate flexible workspace arrangements. This risk can be mitigated by: (a) accelerating the design layout and proactively obtaining buy-in from key stakeholders; (b) identifying potential weaknesses of assumptions on which the design is based and performing detailed surveys of the building prior to sending out tenders to uncover as many unknown conditions as possible; (c) involving the contractor in the assessment and reassessment of designs and identifying alternative

solutions (value engineering); and (d) ensuring close monitoring during the design and execution of contract documents to anticipate consequential costs.

30. **HVAC building costs.** Owing to the existing HVAC systems at ECLAC and the shortage of equipment suppliers, the major HVAC equipment for the project will need to be imported, resulting in scheduling risks related to long lead times for procurement, manufacturing and importation. Pricing may vary based upon timing and market conditions. The interior layout will also need to be developed and closely coordinated with the HVAC design. A mitigating measure for this risk would be to accelerate and prioritize the HVAC design, specifications and procurement activities to address the risk of the long lead time for procuring and importing major equipment and to define the critical interior layout elements to allow for the HVAC design and procurement work to proceed in advance of addressing the needs for other equipment.

VI. Progress made on the project during the reporting period

A. Cooperation with Member States and the host Government

31. The host country has provided significant support for United Nations operations in Chile and specifically for the ECLAC compound. The ECLAC headquarters building was constructed in 1965 on a five hectare lot donated by the Government of Chile in 1960. The needs of ECLAC continued to grow and in 1997 the Government donated an additional two plots, increasing the total area to 5.9 hectares. A host country agreement was established in February 1948, providing for privileges and immunities, including duty exemption for contracts and importation of materials for official purposes, such as construction materials, equipment and infrastructure. These benefits would be extended to any construction project, leading to reduced overall cost and expedited importation arrangements through the established host country liaison arrangements.

B. Voluntary contributions

32. During the reporting period, consultations with the host country and others have been ongoing with regard to possible voluntary contributions.

33. The North Building project, as a net zero building, will be consistent with the Government's 2050 energy policy and Sustainable Development Goals 12 and 13. In this regard, consultations to consider support from the Production Development Corporation, under the Ministry of the Economy of Chile, are being undertaken. ECLAC has actively collaborated on the Corporation's "CONSTRUYE2025" programme, which includes sustainability as an additional factor in reducing operational costs and improving construction standards.

C. Procurement activities

34. As indicated above, in order to establish a procurement strategy for each of the project phases and requirements, monthly coordination meetings between the project management team and the procurement team at ECLAC are being held to revise, monitor and update all North Building project processes.

35. The project management team is actively developing acquisition plans in cooperation with the Procurement Unit of ECLAC for construction services scheduled to be procured during 2020.

D. Local knowledge and lessons learned

36. In accordance with General Assembly resolution 72/262 A, the Secretary-General, through the Office of Central Support Services, takes into account lessons learned and best practices from past construction and renovation projects in implementing the North Building project, in particular with respect to: (a) drawing from local knowledge, technology and capacity throughout the implementation of the project; and (b) taking into account lessons learned and best practices from previous construction and renovation projects within the United Nations.

37. In accordance with section V, paragraph 8, of General Assembly resolution 72/262 A, in which the Assembly requested the Secretary-General to present a detailed analysis of the range of possible options to meet the project objectives, in particular those related to energy efficiency and reducing the impact of the building operations, ECLAC made inquiries with local entities to learn more about energy-efficiency initiatives employed in their own projects. In addition, ECLAC interviewed several specialists on each of the energy efficiency components to be included in the project to determine effectiveness, costs and market availability.

38. Several net zero buildings have been analysed by the project team to review their energy efficiency solutions, architectural concepts, investment costs and use of technology.

39. As part of the Inter-Agency Network of Facilities Managers meeting held in Bangkok during May 2018, the North Building project concept design was presented by ECLAC. This led to knowledge-sharing of current trends and best practices carried out in other United Nations capital projects, including the ESCAP seismic mitigation project.

E. Consulting services

40. The acquisition of consultancy services is a critical requirement for the project and is programmed to begin in early 2019. The current scope of work is under development and includes services for: (a) architecture; (b) structural engineering; (c) HVAC engineering; (d) electrical and photovoltaic engineering; (e) wastewater and hydraulic engineering; (f) lighting specialists; (g) landscaping; (h) facade engineering; (i) low voltage specialists; (j) safety and security specialists; (k) automatization specialists; and (l) energy efficiency specialists.

41. The Procurement Unit of ECLAC, with the assistance of the dedicated project management team, is in the process of developing the documentation to undertake market research to find both local and international architectural and engineering firms with experience in net zero buildings and energy efficiency design. A request for expressions of interest will also be issued through the United Nations Global Marketplace.

F. Planning and design activities

42. Given that projects proposed under the strategic capital review aim to provide the Organization with more modern and flexible working environments, ECLAC conducted a space utilization analysis with the assistance of an external consultancy firm and in line with the methodology established by the Office of Central Support Services. The results were analysed to understand the space utilization and to propose specific strategies for implementation in the ECLAC environment.

43. A space utilization study of the workspace efficiency in ECLAC was carried out by external consultants during 2017. The overall presence of staff at their workplaces (utilization rate) averaged 53.9 per cent. Understanding that ECLAC is a think tank focused on research, training, analysis and assistance to the region, the space utilization analysis reflects the specific type of work and particular requirements of the substantive divisions of the Commission. A flexible workplace strategy will provide appropriate solutions for different functional working areas and requirements that best meet the local needs.

44. Based on the conclusions of the space utilization analysis, ECLAC is in the process of undertaking a thorough design exercise that takes into consideration group/team working areas for multidisciplinary teams to continuously interact; open working areas with soft seating to be supported by Wi-Fi services throughout the building and within public areas; open shared areas for interns, visitors and administrative support functions; and appropriate classrooms, auditoriums and meeting and conference rooms. Enclosed office space will be provided for those working in research and analysis functions that require quiet and privacy.

45. At this early stage of project development, given that the design phase has not yet begun, it is not possible to provide projections of increased utilization targets to be achieved through the application of flexible workplace strategies adjusted to the local conditions. Updates will be provided in future reports of the Secretary-General.

G. Other matters

46. As part of the North Building project, the use of technology for building information modelling and technical analysis is fundamental to improving management aspects and cost control at all stages of the project and for monitoring and gathering benchmarking data throughout the design, construction, operation and future maintenance of the new building.

47. Up to now, digital building information modelling tools have been used to define the technical requirements. These tools have allowed for simulations and analyses and inclusion of construction components, systems and equipment in the project, determining performance and costs and setting the project base for the design phase through the following tasks:

(a) Architectural modelling of existing buildings within the ECLAC campus;

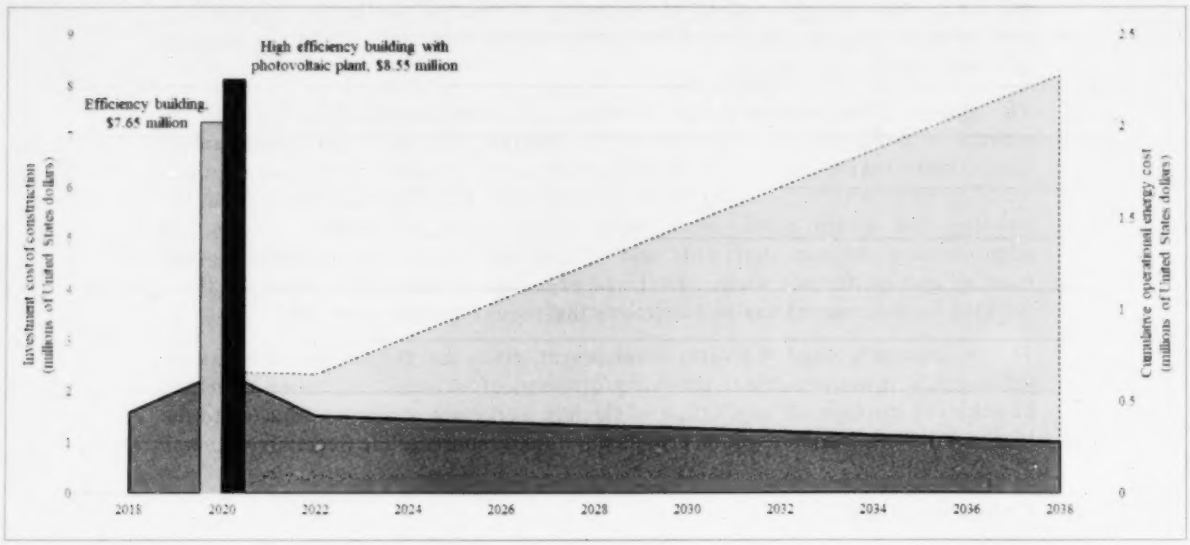
(b) Performance and efficiency analysis for current and projected North Building components to determine energy requirements, thermal behaviour and performance conditions so as to define the new building's technical specifications.

48. In line with the General Assembly's request to present a detailed analysis of the range of possible options to meet the objectives relating to energy efficiency and reducing the environmental impact of the building's operation, the project team set out to analyse the feasibility of using photovoltaic energy. The weather conditions measured by the Ministry of Energy of Chile, through satellite information and on the basis of a report on the potential for photovoltaic electricity generation,[2] show that the low percentage of cloudy days in the city of Santiago (10 per cent yearly average) provides favourable conditions for a photovoltaic plant, which would transform solar radiation into electricity. The estimated cost of the photovoltaic plant for the North

[2] Report using "solar explorer", an online tool developed through collaboration among the Ministry of Energy of Chile, the German Agency for International Cooperation and the Department of Geophysics of the University of Chile.

Building project is $900,000. This plant will supply the total energy load of the building, which today costs $70,000 annually.

Figure I
Comparison energy costs



49. Figure I compares the construction costs and the cumulative operational energy costs of two alternatives for the North Building, namely: (a) a high-efficiency building; or (b) a high-efficiency building with a photovoltaic plant. The lines show the cumulative energy expenditures for each alternative. This figure indicates that ECLAC would benefit from over $2 million in energy cost savings over a 25-year period with the installation of a photovoltaic plant.

H. Status of construction efforts

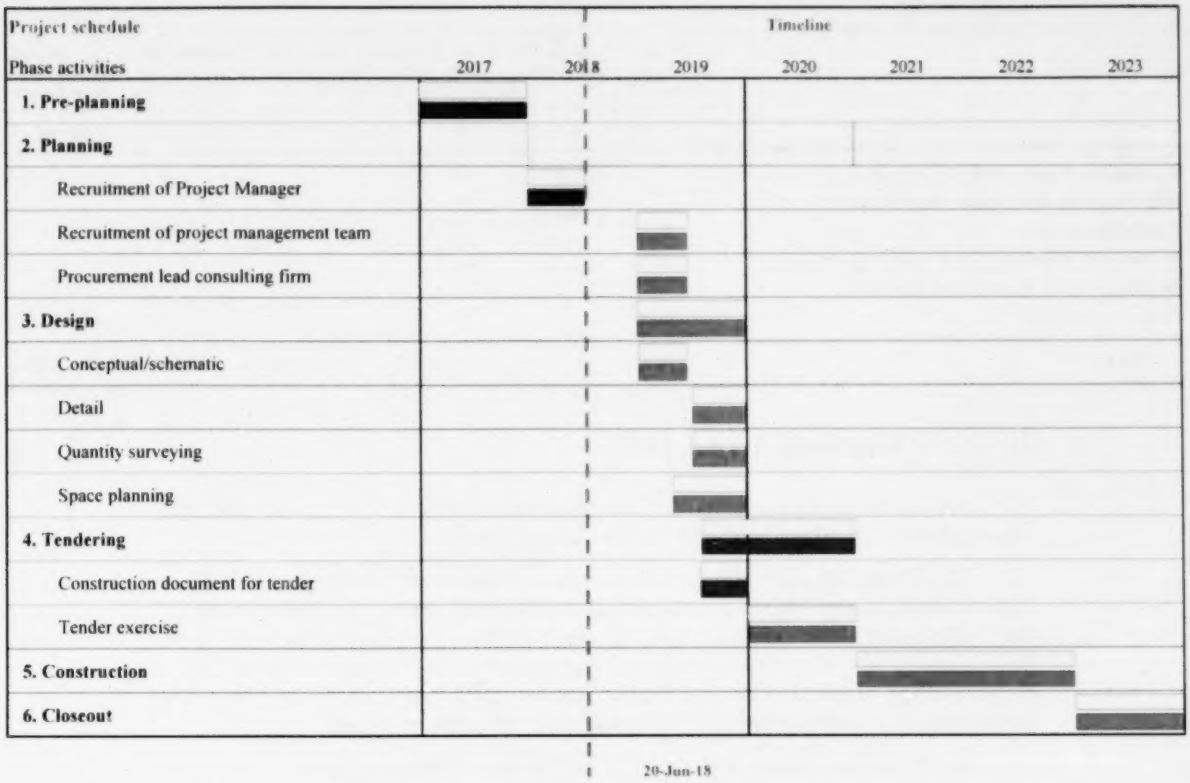
50. As part of the swing space strategy for the North Building project, during the first quarter of 2018 construction works were completed at the ECLAC Printing Building.[3] This project included the retrofitting of a 700 m^2 building to be used as swing space for 73 staff for the duration of the upcoming construction works. These works were finalized in March 2018.

I. Project schedule updates

51. Figure II provides an updated project schedule, indicating activities completed by 30 June 2018. There have been no changes, except for the recruitment of the project management team and the procurement of the lead consulting firm, as compared with the schedule presented in the previous report of the Secretary-General.

[3] Functional retrofitting of the Printing Building was part of ECLAC major maintenance projects approved by the General Assembly under section 33, Construction, alteration, improvement and major maintenance for the biennium 2016–2017.

Figure II
Project schedule



VII. Project expenditures and anticipated costs

A. Status and projections of project expenditure in 2018

52. The status of expenditure as at 1 July 2018 and projected expenditures for the remainder of 2018 are provided in table 2. It is projected that there will be an unspent balance of $35,000 at the end of 2018, reflecting slightly lower expenditure under project management because the Project Manager was recruited in August 2018.

Table 2
Status and projection of project expenditure in 2018
(Thousands of United States dollars)

	Appropriated project funding for 2018	*Cumulative expenditure from project start up to 30 June 2018*	*Projected expenditure from 1 July to 31 December 2018*	*Total projected expenditure for 2018*	*Projected unused balance at end of 2018*
	(a)	*(b)*	*(c)*	*(d) = (b) + (c)*	*(e) = (a)-(d)*
Section 33, Construction, alteration, improvement and major maintenance					
Risk management	80.0	–	80.0	80.0	–
Section 21, Economic and social development in Latin America and the Caribbean					
Project management	80.0	–	45.0	45.0	35.0
Total	**160.0**	**–**	**125.0**	**125.0**	**35.0**

B. Resource requirements for 2019

53. The resource requirements for 2019 are shown in table 3. The total projected expenditure for 2019 amounts to $711,700, comprising:

(a) $266,700 under section 21, Economic and social development in Latin America and the Caribbean, for the project management team. This will provide for the continuation of the existing Project Manager (National Officer), 25 per cent of the cost of one Project Coordinator (P-3) at Headquarters, cost-shared with the project to replace office blocks A–J at the United Nations Office at Nairobi, and two new positions (Local level) proposed to be established effective 1 January 2019;

(b) $445,000 under section 33, Construction, alteration, improvement and major maintenance, for professional services related to the lead consulting firm, the risk management firm and provision for contingencies.

54. Taking into account the unused balance of $35,000 at the end of 2018, net funding requirements in 2019 amount to $676,700.

Table 3
Resource requirement in 2019
(Thousands of United States dollars)

	Projected expenditure in 2019	*Projected unused balance at end of 2018*	*Net funding requirement in 2019*
Section 33, Construction, alteration, improvement and major maintenance			
1. Construction costs	–	–	–
2. Professional services	410.0	–	410.0
3. Escalation	–	–	–
4. Contingency	35.0	–	35.0
Subtotal	**445.0**	**–**	**445.0**
Section 21, Economic and social development in Latin America and the Caribbean			
5. Project management	266.7	35.0	231.7
Total	**711.7**	**35.0**	**676.7**

VIII. Next steps

55. Should the General Assembly authorize the Secretary-General to commence the project in 2019, the immediate next steps would be as follows:

(a) Tender for the lead consulting firm services, including architects, engineers and specialists, so as to begin the design phase in early 2019;

(b) Recruit the dedicated project management team members (one Architect and one Administrative Assistant) beginning from January 2019;

(c) Commence the definition of scope and design for additional required on-site swing space;

(d) Proceed with coordination meetings with all project stakeholders to review all necessary stages for the North Building project;

(e) Conduct a risk management workshop in the first quarter of 2019.

IX. Recommended actions to be taken by the General Assembly

56. **The General Assembly is recommended to:**

(a) **Approve the proposed overall scope of the project and its maximum cost and implementation strategy;**

(b) **Approve the establishment of two temporary positions (Local level) effective 1 January 2019, within the dedicated project management team, under section 21, Economic and social development in Latin America and the Caribbean, of the programme budget for the biennium 2018–2019;**

(c) **Take note of the proposed establishment of the position of Project Coordinator (P-3), for which approval has been sought in the context of the project for the replacement of office blocks A–J at the United Nations Office at Nairobi, and the joint funding of that position within the overall costs of both projects;**

(d) **Appropriate an amount of $676,700 for the project in 2019, comprising $231,700 under section 21, Economic and social development in Latin America and the Caribbean, and $445,000 under section 33, Construction, alteration, improvement and major maintenance, of the programme budget for the biennium 2018–2019, which would represent a charge against the contingency fund;**

(e) **Approve the establishment of a multi-year construction-in-progress account for the project.**

Annex I

Revised cost plan

(Thousands of United States dollars)

	2018	2019	2020	2021	2022	2023	Total
Section 33, Construction, alteration, improvement and major maintenance							
1. Construction costs							
1.1 Building costs				3 259.0	3 059.0	–	6 318.0
1.2 Energy efficiency systems				885.0	885.0	–	1 770.0
1.3 Swing space costs				200.0	200.0	–	400.0
1.4 Physical security system	–	–	–	231.0	231.0	–	462.0
2. Professional services							
2.1 Consultancy	–	350.0	53.0	125.0	125.0	53.0	706.0
2.2 Risk management	80.0	30.0	30.0	30.0	30.0	–	200.0
2.3 Other services	–	30.0	15.0	20.0	20.0	–	85.0
3. Escalation	–	–	–	712.0	931.0	14.0	1 657.0
4. Contingency	–	35.0	5.3	521.2	523.1	6.7	1 091.3
Subtotal	**80.0**	**445.0**	**103.3**	**5 983.2**	**6 004.1**	**73.7**	**12 689.3**
Section 21, Economic and social development in Latin America and the Caribbean							
5. Project management							
5.1 Dedicated project management and support	80.0	245.3	307.7	307.7	307.7	307.7	1 556.1
5.2 Project Coordinator at Headquarters (25 per cent of costs)	–	21.4	37.8	37.8	37.8	–	134.8
Subtotal	**80.0**	**266.7**	**345.5**	**345.5**	**345.5**	**307.7**	**1 690.9**
Total	**160.0**	**711.7**	**448.8**	**6 328.7**	**6 349.6**	**381.4**	**14 380.2**

Annex II

Roles of the project positions proposed to be established effective 1 January 2019

Architect (Local level). The position is responsible for direct monitoring of the various contractors, construction sites and surroundings, inspection of all materials incorporated into the project for quality, adherence to the specifications and compliance with appropriate building regulations, monitoring of the inspection of the workmanship and practices of contractors and crews engaged in the construction, including safety at the construction site insofar as execution of the construction work is concerned, and monitoring of the progress of work, including construction work schedules to check that progress is maintained. The Architect will also be responsible for drafting punch lists and will assist the Project Manager with ongoing monitoring and bringing the project to a close, which may include project reports and evaluation documents.

Administrative Assistant (Local level). The position will report directly to the Project Manager and would be primarily responsible for preparing analysis and business reports as they apply to administrative, budgetary and finance requirements in compliance with the Financial Regulations and Rules of the United Nations, the International Public Sector Accounting Standards and Umoja requirements. In addition, the incumbent would perform a range of essential tasks in the project office, including documentation control; drafting correspondence and reports; distributing meeting agendas and recording meetings; responding to enquiries from project stakeholders; assisting the project team in other administrative tasks as needed; and undertaking other duties such as account reporting, account monitoring control and general administrative functions.